

Employee Engagement ELT Update

April 26, 2018
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Goal for Today

- Share
 - status of engagement survey
 - what's new for 2018
 - timing and next steps

Approach for 2018

- Survey questions will not change from 2016
- Department structures and new hires as at April 30
- What's New:
 - In December 2016 Mercer acquired Sirota – a global provider of employee engagement solutions offering the full breadth of organizational assessments, surveys, technology, and analytics.
 - The data privacy policies of Mercer / Sirota have changed in response to changes in U.S. privacy legislation and the industry. A new, more detailed data privacy statement will accompany the survey outlining the purpose, usage, protection and subsequent removal (post survey) of confidential data from their servers.

Approach for 2018

- The new Sirota platform provides integrated, enhanced web-based reporting

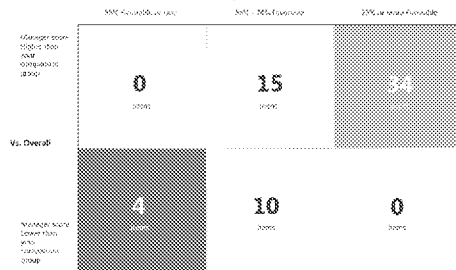
ACTION PRIORITY GRID

Jane Smith

2018 Total Engagement Score: 85%

This strategy is designed to help you identify your strengths and weaknesses, and to help you develop a plan to improve your performance. Use this information to help you identify priority areas for action planning.

Manager Score Favorable



SUMMARY OF RESULTS

Jane Smith

2018 Total Engagement Score: 85%

Response Rate	Engagement Score	Engagement %
1133	85	71
5682	87	70

Dimension Level Results

Category	Score	Target
Performance	85	70
Engagement	87	70
Teamwork	85	70
Customer Service	85	70
Productivity	85	70
Knowledge	85	70
Communication	85	70
Problem Solving	85	70
Customer Feedback	85	70
Customer Satisfaction	85	70

Notably Improved/Declined Items

Category	Score	Target
Performance	85	70
Engagement	87	70
Teamwork	85	70
Customer Service	85	70
Productivity	85	70
Knowledge	85	70
Communication	85	70
Problem Solving	85	70
Customer Feedback	85	70
Customer Satisfaction	85	70

Top 3 Most Favorable

Category	Score	Target
Performance	85	70
Engagement	87	70
Teamwork	85	70
Customer Service	85	70
Productivity	85	70
Knowledge	85	70
Communication	85	70
Problem Solving	85	70
Customer Feedback	85	70
Customer Satisfaction	85	70

Bottom 3 Least Favorable

Category	Score	Target
Performance	85	70
Engagement	87	70
Teamwork	85	70
Customer Service	85	70
Productivity	85	70
Knowledge	85	70
Communication	85	70
Problem Solving	85	70
Customer Feedback	85	70
Customer Satisfaction	85	70

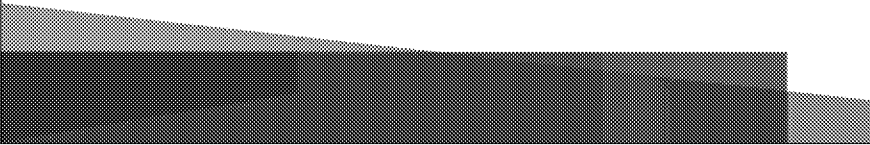
Timelines

Milestone	Date	Accountability
CEO Invitation - Engagement Communication	May 11	Peter
Survey Launch (send initial invitation; follow up communications)	May 14 (6 am)	Mercer / HR
Survey Close	May 25 (12 am)	Mercer
HR, CEO, ELT, Board & Committee presentations	June 2018	HR / Mercer
Leader Webinars (learn how to access, understand and manipulate reports for their area; action planning best practices and support)	June 17 - 19	Mercer / HR
Corporate, BU & Department Action Planning	July – September 2018	ELT / Leaders / HR

Next Steps

- Finalize report design and programming
- Finalize communications
- Finalize corporate performance metric
- Finalize action planning template for leaders

APPENDIX



Background

- The IESO has partnered with Mercer / Sirota to conduct the employee engagement survey
- This is the third year of a 3 year contract with an option to extend for 2 additional 1 year periods
- A survey was conducted in May 2016 which was the first survey conducted by the merged organization to provide critical baseline information on employee engagement
- The participation rate was 80% demonstrating that employees have a high interest in providing feedback on the work environment and anticipate some measurable action to be taken as a result of the findings

Background

- The overall engagement index result was 71%. The overall engagement index score is determined by 5 key indicating employees' commitment to the organization.
- A corporate engagement action plan was developed from the results that focused on the following areas of improvement: leadership & direction, performance management, and career development.
- Two "pulse" surveys were conducted in 2017 to assess performance against the corporate engagement action plan items. Participation rates continue to be high, however results were not all positive with overall results below target at 65% (spring) and 58% (fall).

Background

- Mercer / Sirota's normative database will be used to compare against organizations in similar industries and regions. The data set currently includes over 500 organizations and there is the capability to customize the comparison based on demographics such as: occupation, union/non-union, gender, and tenure.
- Mercer / Sirota will provide trending analysis reporting, identify key areas of focus, themes from employee comments, and potential action plans.

Food For Thought

Measurement:

- Based on Mercer guidance, where the IESO invested substantial resources and time to improve overall engagement across the organization, a reasonable target is a 3 point annual improvement in the overall engagement score (a stretch would be a 5 point annual improvement in overall engagement).
- However an organization needs to be cautious in setting these overall increase targets as other environmental factors may have unintended effects on the results (i.e. substantial leadership changes, unionization, etc).
- It is recommended the IESO apply caution this year considering the degree of internal change and consider the following CPM:

2016 Overall Engagement Result	2018 Overall Engagement Target	2018 Engagement Score
71%	+ 3 pt. improvement	74%